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18 SEP 1968



MEMORANDUM FOR: The Deputy Director for Plans
SUBJECT: Senior Operations Seminar

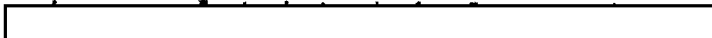
1. This is in response to your memorandum on the same subject of 12 September 1968.

2. The over-all concept of a senior operations seminar, as outlined in the attachment to reference memorandum, is questionable. On the other hand, a senior operations seminar to study "the contemporary problems of the Clandestine Services, including operations, organization, plans and general effectiveness in the changing world of today", as contained in paragraph 1 of reference memorandum could be profitable.

3. With regard to the proposed Senior Operations Course, as outlined in the attachment to reference memorandum, much of the content of such a course will, or should, duplicate the Chief of Station's Course, the Mid-Career Course, the Clandestine Services Review Course, and the National Interagency Seminar. The proposed length of the course is much too long. Few if any worthwhile GS-14 and above officers could be spared from a functioning operational division for a six to eight-weeks period. Twenty-five to 30 students is hardly appropriate to seminar instruction.

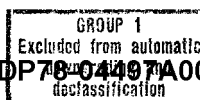
4. Comments on the scope and the specific objectives of the proposed course, as outlined in the attachment to reference memorandum, are as follows:

A. Objective A of the course could serve as a refresher for officers who have become stale or set in their ways. Lectures and reading materials on tradecraft



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[] could be useful but should be capsuled into approximately two and one-half days. Note, however, that [] briefings are frequently offered and are available for all officers.

B. An officer of the Clandestine Services who has reached the GS-14 and above level should have a clear understanding of objective B in the proposed Senior Operations Course by the time he reaches such a grade.

C. Objective C of the proposed Senior Operations Course is covered in a one-day presentation during the Mid-Career Course. Any further depth of coverage would merely get into which form is to be completed and in what manner. Since the forms change, this would only be a waste of time.

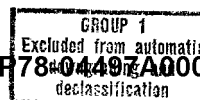
D. The intelligence community and the responsibilities of the various agencies, as related to objective D in the proposed Senior Operations Course, is covered in one or more of the courses mentioned in paragraph 3 above. This objective would be superfluous for GS-14 and above officers.

E. Objective E in the proposed Senior Operations Course is a useful idea and could encourage vertical cross-fertilization.

F. Objective F in the proposed Senior Operations Course is always a worthwhile objective, but should be a continuing one in all our courses, particularly the Mid-Career and Chief of Station's Courses.

5. There is a disparity between paragraph 1 of reference memorandum and the scope and objectives of the proposed Senior Operations Course, as outlined in the attachment to reference memorandum. As noted in paragraph 2 above to study "the contemporary problems of the Clandestine Services, including operations, organization, plans and general effectiveness in the changing world of today" presents a subject for the senior officers of the Clandestine Services to discuss in an informal, but

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supervised situation. I would recommend that you consider a two-phase seminar which would focus on such an objective. The first phase: twice a year approximately fifteen GS-14's and 15's would meet in seminar for approximately five days to study and discuss "the contemporary problems of the Clandestine Services, including operations, organization, plans and general effectiveness in the changing world of today." A short paper from the seminar would be produced and submitted to you. The second phase: subsequently, GS-17's and 18's would meet in a seminar situation for approximately five days, discuss the paper produced by the GS-14's and 15's seminar and produce a paper commenting on it, and making recommendations which would also be presented to you.

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Chief, Africa Division

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